



THE SECRETARY OF THE AIR FORCE  
CHIEF OF STAFF, UNITED STATES AIR FORCE  
WASHINGTON DC



MAR 3 2004

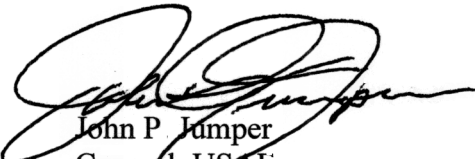
MEMORANDUM FOR ALMAJCOM-FOA-DRU/CC  
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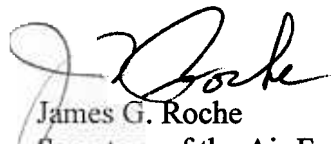
SUBJECT: Diversity in Our Air Force

Recognizing and leveraging the benefits of diversity is a mission imperative. In a new era with new threats, successful military operations will continue to demand greater agility, adaptability, and versatility to achieve and sustain success. We must be prepared for enemies who will deploy any means to attack our freedom. To do this requires an expeditionary force of men and women that possess not only superior technology and operational capability, but also keener international insight and cultural acumen to integrate across the spectrum of operations.

Our Air Force members' diversity of culture, life experiences, education, thought, creativity, and background help us achieve the asymmetric advantage needed to successfully defend America's interests wherever threatened. The enduring competencies developed through diversity are force multipliers. Marshalling the unique skills, distinct talents, and divergent perspectives of our total force is essential to maintaining air and space dominance.

Air Force leaders must develop inclusive teams at every level of operation. We expect our commanders and supervisors to instill respect and appreciation for our differences, promote our core values, and develop the talents of all Airmen. This will bring the qualities of our members together to improve overall individual and organizational performance. At the Headquarters Air Force level, we are committed to inclusively developing tomorrow's expeditionary Airmen and civilians, consistent with the requirements of law, and we expect the same commitment from you. America's security depends upon it.

  
John P. Jumper  
General, USAF  
Chief of Staff

  
James G. Roche  
Secretary of the Air Force